

7 November 1974

NOTE

SUBJECT: A concern regarding the Post Audit of Finished Intelligence

STAT 1. [] OER, on 7 November, asked to have the opportunity to comment and/or coordinate the various portions of the Post Audit of Finished Intelligence before the materials were supplied to Mr. Walsh on or about 1 December. [] objected on principle. He also pointed out that it was not physically possible for the Audit Group to finish its work, coordinate with [] and all the other office contact points, react to their comments and suggestions, and meet the deadline. No other office contact point has raised this issue. Mr. Walsh could--and presumably would--react, revise, and seek office advice regarding the audit after 1 December.

STAT 2. Background. The Audit Group expects to furnish on or about 1 December a package consisting of: (a) a transmittal memo to Mr. Walsh; (b) an executive summary (3-4 pages); (c) the main report (perhaps 15 pages); and, (d) some 15 attachments. The attachments consist of various kinds of information similar to that described in the attached Talking Paper (HSC 904/74). Mr. Walsh reviewed this approach before the exercise got underway. A number of attachments are completed; others are in various stages of preparation.

STAT 3. The Group is now involved in interviewing each of the nine office contact points regarding their publication over the 1 January through 30 June time frame. After each interview, a descriptive memo is written which hopefully reflects the essence of the conversations. Audit Group judgments regarding products are not included in the memoranda; any questions regarding factual materials are, of course, checked with the office contact point, as the Audit Group thinks appropriate. [] is drafting six of these nine memoranda, including the one regarding OER publications.

STAT 4. Earlier [] had suggested that he be consulted before the NIO's were asked to look at any specific OER products. [] noted that the NIO's had been asked to look at certain Weeklies and so forth, and that the Group would advise him before it asked the NIO's to look at any particular OER aperiodic publication. In fact, the NIO's have submitted consumer comments to the Audit Group regarding the two OER Weeklies and about aperiodic publications that policymakers called to the NIOs' attention as being appropriate for special commendation. The Audit Group has not shared this material with any of the office contact points. STAT

STAT 5. [] also asked [] -an OER consultant--to review the OER periodicals produced during the audit time frame. Highly laudatory excerpts of [] comments were forwarded to the Audit Group; we have placed them in an attachment which contains other selected reactions from policy level consumers provided by the office contact points. Ultimately, Mr. [] let [] read the rest of the [] memo. In [] judgment, the observations and criticisms in paragraphs not provided to the Audit Group deal with what OER should or should not be doing, not how well they are doing what they are doing. [] observed that it was [] prerogative to handle the [] material any way he wished, but that the distinction mentioned is frequently a fuzzy one, particularly in the minds of the consumers. STAT
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STAT
STAT

STAT 6. It was upon reading the [] materials in [] office that the latter recorded his assumption that he would have the opportunity to review the audit material that pertained to OER. In addition to seeing the memo of conversation, [] asked to see the executive summary, possibly the report itself, and to be able to comment upon the organization and the like of the attachments. [] demurred for the reasons suggested in the summary paragraph above. STAT
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STAT

STAT 7. [] did agree to raise the question about the memos of conversation with the other members of his Group. He later did so, and they agree entirely with his position. [] also offered, if [] felt that strongly about it, to raise the issue in the O/DDI. [] indicated that was not necessary, but we now understand that Maurice Ernst intends to raise the question at the upcoming weekend retreat. STAT
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ADMINISTRATIVE

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8. Heretofore, the auditing arrangements have proceeded smoothly. Several office contact points have gone out of their way to express appreciation of the approach taken, particularly regarding the interview procedure. Requests for data have been limited; it has been provided expeditiously; and OER's material, in particular, was excellent.

9. Recommendations:

- that the approach taken by the audit group be noted;
- that the package provided to Mr. Walsh be the Audit Group submission, and not coordinated with the office contact points;
- that the office chiefs, and particularly the OER Office Chief, be reassured that their interests will be protected by the O/DDI review.

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HSG 904/74

18 September 1974

TALKING PAPER

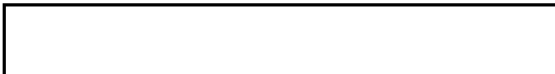
SUBJECT : Post-audit of Finished Intelligence

REFERENCE : Mr. Walsh's Memo of 10 September 1974, Same Subject

1. As you are aware, an ad hoc group has been formed to conduct a post-audit of finished intelligence produced by the Agency during the last 6 months of FY 1974. The objective of the exercise is "to determine how well the Agency's products are meeting the needs of US policymakers primarily in terms of value, relevancy, and timeliness, but also in terms of format and design." The ad hoc group is at least to make a start at satisfying this objective.

2. We intend to make use of information and other resources already available, whenever possible. For example, we will use data from the Publications Source Survey (PSS) and An Existing Generalized Information System (AEGIS). The PSS provides data about certain categories of publications, including their relationship to the 1974 Key Intelligence Questions (KIQ's). We also intend to take advantage of any existing arrangements for ascertaining the relevancy of your product to the needs of intelligence consumers.

3. Attached is a preliminary list of possible attachments to our study; it suggests the kinds of information we will be gathering. We will interview each office representative regarding several of these matters, and we also will need certain written materials. As a starting point, we ask now for information regarding production and dissemination.



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4. Production. Please provide us with a list of the type of publications produced by your office (e.g., IM's, IR's, typescript memos, various division publications, etc.). How many of each type of publication were disseminated during 1 January-30 June 1974? If the publication is produced on a regular scheduled basis, provide the schedule (e.g., weekly, monthly). Describe each publication type/series in a sentence or two, and indicate the audience it is meant to serve. Please send us an example of each type of publication.

5. Dissemination. Each office in CIA arranges for the dissemination of its own finished intelligence products. The dissemination patterns provide information about the range of consumers that the publications serve. For each publication type that you produce, is there a standard distribution list? If so, send us a copy. How is CIA dissemination outside your office determined? How is dissemination outside of CIA determined? Do you influence dissemination within other US Government agencies (e.g., State)? In addition to standard distribution, are arrangements made for elite/VIP dissemination within CIA? Outside of CIA? How is this handled? Some analyses appear in several formats (e.g., office division notes, daily publication, and weekly report). What effort is made, if any, to avoid the dissemination of the same information in different formats to the same people? Is the publication sent overseas? To whom? By whom?

6. We certainly can use all the assistance that we can get, and ideas as well as data are welcome. We expect to proceed expeditiously, but carefully, working closely with your office representative.

Attachment: a/s

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Tab 1 - Production

Office

Publication types -- volume -- description

Tab 2 - Dissemination

Office

Publication types -- data on distribution patterns

Tab 3 - KIQ Relationship

Office

Publication types

Tab 4 - Consumers

Narrative -- Who is the consumer? -- e.g., why are publications produced?

Tab 5 - Purposes of Production - Relevance - Part 1

Random selection of pubs. Office contact points interviewed re purpose, intended user, feedback from user, if any.

Tab 6 - Purpose of Production - Relevance - Part 2

NIO's attempt to obtain user reaction to randomly selected portion of publications considered under Tab 5.

Tab 7 - Production -- Timeliness & Relevancy

Publications related to time -- line of international developments

Tab 8 - Selected Reactions from Policy-Level Consumers

Excerpts from material available in Offices. Reactions, both positive and negative, to CIA product.

Tab 9 - Existing Arrangements for Soliciting Consumer Reaction and Requests

Arrangements in Individual offices

Tab 10 - Suggestions -- Improving Relevancy

(narrative - ideas of Task Force from offices)

Tab 11 - Suggestions -- Improving Formats, Styles, and Design
narrative -- ideas of Task Team and ideas from offices

Tab 12 Suggestions --
Modifying the PSS to allow further sorting and weighting

Tab 13 - PSS Listing -- Publication & KIQ relationship
part 1 - IM's, IR's
part 2 - Economic Weeklies

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DDI-2658-74

10 September 1974

MEMORANDUM FOR: [] CGAS/DDI

STAT

SUBJECT : Post-Audit of Finished Intelligence

1. In response to a suggestion from the Director, I have informed him that we will conduct a post-audit of finished intelligence produced by the Agency during the last six months of FY 1974 and that representatives of the DDS&T and the NIO Staff will participate. The purpose of this review is to determine how well the Agency's products are meeting the needs of US policymakers primarily in terms of value, relevancy, and timeliness, but also in terms of format and design.

2. I would like this review to be conducted by an ad hoc group chaired by you. The DDS&T representative on this group is [] the NIO representative is [] In addition, each production office should be asked to name a senior officer to serve as a point of contact, both to make available the office product for review and to serve with the panel when the product from that office is being reviewed.

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3. The scope of the group's review will include all published IB's, IM's, and IR's and all other hard copy publications such as the EIW, Soviet Staff Notes, etc. The group will not review the PDB, NID, NIB, Watch Report or Situation Reports. The review should also include production under NIO auspices where the product is actually a CIA product.

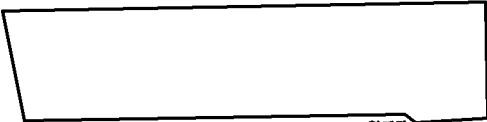
4. In addition to securing the information needed to make sound judgments about the value and relevancy of the product, the group should investigate the intended purpose of the product and the consumer it was designed to serve, with a view to judging how well it met those purposes. In this respect the NIO representative, working through the NIO system, is expected to be the

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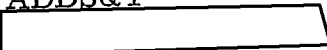
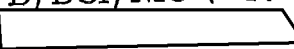
channel when it is necessary to elicit consumer reaction to the Agency products.

5. The group is not expected to make a detail critique of each and every publication. Some serial publications such as the EIW, the OSR Monthly Review or the various OCI Staff Notes can be evaluated on a sample basis. The group is also expected to report on the Agency's production resources devoted to priority subjects, as reflected in the 1974 Statement of Key Intelligence Questions.

6. The deadline for this review is 1 December 1974.


PAUL V. WALSH
Associate Deputy Director
for Intelligence

Distribution:

- Original & 1 - Addressee
1 - Comptroller
1 - ADDS&T
1 -  DDS&T
1 - D/DCI/NIO (Mr. Carver)
1 -  (O/DCI/NIO)
1 - C/DDI Management Staff
1 - C/CGAS
1 - Director/OCI
1 - Director/OBGI
1 - Director/OER
1 - Director/OSR
1 - Director/CRS
1 - Director/FBIS
1 - Director/OPR
1 - Director/OWI/DDS&T
1 - Director/OSI/DDS&T
1 - DDI File
1 - DDI Chrono

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